

DETERMINANTE RAZVOJA KARIJERE OFICIRA VOJSKE SRBIJE

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Apstrakt

Razvoj karijere oficira je veoma složen proces i determinisan je brojnim činiocima. Osnovni cilj rada je ispitivanje uticaja tri grupe determinanti na razvoj karijere oficira Vojske Srbije (VS). Ispitivanje je obavljeno na uzorku od 219 ispitanika u toku 2016. godine pomoću deskriptivne i faktorske analize (Principal Component Analysis). Deskriptivna analiza je obavljena pomoću tri grupe determinanti, i to: 1) normativno-pravne pretpostavke; 2) različiti subjekti upravljanja ljudskim resursima i 3) planiranje, selekcija, školovanje, usavršavanje i raspoređivanje oficira na dužnosti. Faktorska analiza (ortogonalna rotacija, Gutman-Kajzerov kriterijum) je obavljena na skupu od 16 manifestnih varijabli. Rezultati su pokazali da na razvoj karijere oficira najveći uticaj ima šest faktora "determinanti razvoja karijere oficira."

Ključne reči: vojna profesija, oficir, karijera, faktori, Vojska Srbije

JEL: F18

Uvod

Vojna profesija je po mnogo čemu specifična svuda u svetu. Vojska je jedinstvena i razlikuje se od drugih organizacija, kako u obimu odgovornosti za mlade oficire, tako i u broju službenika koji moraju biti obučeni za efikasno rukovođenje na rukovodećim položajima (Allen, at al., 2014). Posebna specifičnost jesu znanja koja se stiču u vojnim školama (Wither, 2006) i mogu se koristiti samo u vojnoj organizaciji kao što su vojne nauke (Starčević, Blagojević, 2021), dok su u drugim državnim, društvenim i privrednim sistemima u manjoj meri primenjuju. Pored navedenog Nikolić ističe da karakter i duh, kao i lojalnost, što posebno odlikuje vojnike, ne mogu se naći na tržištu rada za jedan dan i da se one stvaraju

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odnosno grade, razvijaju i održavaju tokom dugogodišnjeg procesa obučavanja (Nikolić, 2009). Mladom čoveku koji se opredelio za ovo izuzetno odgovorno i časno zanimanje, bi stoga trebalo omogućiti da samostalno planira svoj karijerni put. Upravo zbog toga, tok službe treba biti predvidiv, sa dugoročnim i jasno opredeljenim kriterijumima u smislu raspoređivanja, odnosno postavljenja na formacijska mesta - dužnosti, usavršavanja i unapređivanja. Istraživanje koje je sprovedeno u oružanim snagama Holandije prikazalo je dve dimenzije nesigurnosti posla (nesigurnost gubitka posla i nesigurnost u karijeri). Rezultati su iskazali da su naročito percepcije nesigurnosti u karijeri povećale namere napuštanja oružanih snaga Holandije (Eetveldt et al., 2013). U istraživanju motivacije za rad koje je 2020 sproveo Kovačević u VS, motivacioni činioci rangirani su po sledećem 1. visina plate je na prvoj poziciji, 2. dobri međuljudski odnosi su na drugoj, a 3. sigurnost zaposlenja na trećoj poziciji (Kovačević, 2021).

Radi ostvarivanja objektivnog izbora kandidata za odgovarajuće dužnosti, kriterijumi preko kojih se može celovito vrednovati njihov potencijal, treba da budu merljivi. Osnovni zahtev koji se postavlja pred buduće lidere je da mogu da deluju efikasno i da oblikuju svoje veštine u skladu sa brzim promenama borbenih uslova. Značajno istraživanje sprovedeno u 5 zemalja (Holandiji, Norveškoj, Sloveniji, Švedskoj i SAD) direktno se bavi pitanjem koji faktori utiču na razvoj dobrih lidera u vojsci i nastoji da razjasni šta bi prirodni razvojni proces mogao da ima za posledicu (Larsson et al. 2006). Da bi se postigao uspeh u različitim misijama, vojska SAD je posvećena odabiru pojedinaca za programe službenika koji će biti prilagodljivi, efektivni i tehnički kompetentni lideri u svim domenima u kojima se izvode operacije (Department of Defense [DoD], 2014). Shodno tome, prediktori učinka oficira moraju biti identifikovani i naučno kombinovani da bi se optimizovao izbor kandidata za komandne sisteme oficira američke vojske (Legree, et al., 2014). Takođe, u Vojsci Srbije rangiranjem kandidata na osnovu objektivnih i merljivih kriterijuma, uz ispunjenje uslova za fizičku i zdravstvenu sposobnost, kao i ispunjenjem kriterijuma za obavljanje određenih dužnosti, ovi kriterijumi mogu da posluže pravilnoj selekciji i da najviše dužnosti u organizaciji obavljaju najbolji, najpouzdaniji i najposposobniji kandidati. Na taj način, zadovoljiće se princip da najposposobniji kandidati budu na pravom mestu.

Kritički osvrt na kvalitet karijernog usavršavanja u članku War on the Rocks (Thornhill, 2018), dala je Paula Thornhill, bivši dekan U.S. National War College. Ona je izjavila da trenutni američki sistem profesionalnog vojnog obrazovanja nije svrsishodan. Njene kritike su se bazirale na kritikama iz Strategije nacionalne odbrane iz 2018. godine, koje su obrazovnu ustanovu za odbranu označile kao "stagnirajuću", ona je navela da sadašnji sistem ne stvara vrstu osoblja koje je

potrebno za donošenje efikasnih strateških i komandnih odluka (Morgan-Owen, 2018). Jedan od kriterijuma rangiranja pripadnika vojske jeste postignut uspeh i kvalitet stečenog znanja, sastavni je deo razvoja karijere oficira. Važnije od toga kako se obrazovanje pruža, jeste priznanje činjenice da je to neophodno za usavršavanje modernog vojnog profesionalca, i da u vremenu svakodnevne neizvesnosti i finansijske štednje ono predstavlja benefit ulaganjem u razvoj kadra.

U našoj zemlji, unutar aktuelnog sistema odbrane (Nikolić, 2021), značajan segment reforme predstavlja uspostavljanje kriterijuma za razvoj uspešne karijere profesionalnih pripadnika u Ministarstvu odbrane i Vojsci Srbije. Na osnovu dosadašnje analize postojećeg sistema upravljanja ljudskim resursima, kao i pojedinih stranih iskustava došlo se do modela koji će, pre svega, oficirima, a potom i ostalim kategorijama kadra, omogućiti profesionalni razvoj kod kojeg će svaki pripadnik znati svoje mesto unutar roda ili službe, odnosno kakav tip karijere i napredovanja mu predstoji.

U okviru Ministarstva odbrane Republike Srbije postoje organizacione celine čiji je zadatak da prate, analiziraju i implementiraju odluke u procesu razvoja karijere oficira. Aktivnosti koje sprovode te organizacione celine koncipirane za upravljanje ljudskim resursima, profesionalnom pripadniku Vojske Srbije pružaju informacije o ličnoj vojnoj karijeri i čine je dovoljno predvidivom, na osnovu čega svaki pripadnik Vojske Srbije može da zna svoje trenutno mesto u sistemu odbrane, šta mu se nudi u vojnoj karijeri, pod kojim uslovima i na koji način. Komandovanje i organizacione celine za upravljanje ljudskim resursima prate, organizuju, usmeravaju i ocenjuju profesionalne pripadnike, obezbeđuju njihov sopstveni razvoj i razvoj Vojske Srbije pružajući podršku, koja se ogleda u: 1) postavljanju ciljeva karijere (davanje stručne, realne i jasne perspektive koju mogu da ostvare u jedinici i nudeći veći broj mogućnosti za ostvarivanje tih ciljeva); 2) razmatranju karijere (pružanje pomoći u preispitivanju ciljeva i rezultata dotadašnje karijere); 3) izradi plana razvoja karijere (davanje informacija potrebnih za realizaciju ciljeva) i pružanju povratnih informacija u vezi s karijerom (realno procenjivanje aktuelnih rezultata rada i potencijala koji su u vezi sa karijerom).

Profesionalnim razvojem karijere oficira obezbeđuje se odgovarajući kadar za popunu najodgovornijih dužnosti u sistemu odbrane. Radi planiranja napredovanja sastavljaju se jedinstvene rang liste oficira po rodovima – službama, odnosno po tipovima karijere. Vođenje oficira u službi, u okviru roda-službe kojoj oficir pripada, načelno se obavlja zaključno sa činom kapetana. Vođenje usmeravanjem na dužnosti, načelno se obavlja od čina majora, u jednom od sledećih tipova karijere: komandno-operativna; štabno-funkcionalna; karijera u planiranju odbrane; karijera ljudskih resursa; logistička; obaveštajno-bezbednosna

i nastavno-naučna karijera. Međutim, radi praćenja i modelovanja razvoja karijere oficira neophodno je obezbediti odgovarajući skup pokazatelja koji određuju moguće tokove razvoja karijere.

Metodologija istraživanja

Upravljanje karijerom nije samo organizacioni proces, već i individualni. Ova dva procesa, organizacioni i individualni, treba da budu međusobno usklađeni i povezani. Organizaciona jedinica za ljudske resurse – koordinira i pruža stručnu pomoć rukovodiocima i zaposlenima u upravljanju karijerom (Lojic, 2009). Razvoj karijere oficira je veoma složen proces i determinisan je brojnim činiocima (Marcek at al., 2018). Osnovni problem ovog istraživanja je kakav uticaj imaju pojedine determinante kao što su: 1) normativno-pravne pretpostavke; 2) različiti subjekti upravljanja ljudskim resursima i 3) planiranje, selekcija, školovanje, usavršavanje i raspoređivanje oficira na proces razvoja karijere oficira.

Shodno tome, opšti cilj ovog istraživanja je da se ispita kakav je uticaj osnovnih determinanti na razvoj karijere oficira. Osim opšteg cilja, radi ispitivanja uticaja pojedinačnih determinanti na razvoj karijere oficira definisana su četiri posebna cilja: 1) ispitati da li normativno-pravne pretpostavke u značajnoj meri obezbeđuju uspešan razvoj karijere oficira; 2) utvrditi uticaj različitih subjekata upravljanja ljudskim resursima na razvoj karijere oficira; 3) utvrditi uticaj planiranja, selekcije, školovanja, usavršavanja i raspoređivanja oficira na razvoj njihove karijere i 4) utvrditi faktorsku strukturu uticaja osnovnih determinanti na razvoj karijere oficira.

Nezavisne varijable ovog istraživanja su tri determinante razvoja karijere oficira, a svaka determinanta sa određenim brojem tvrdnji: a) normativno-pravne pretpostavke (pet tvrdnji); b) uticaj različitih subjekata upravljanja ljudskim resursima na razvoj karijere oficira (pet tvrdnji) i c) planiranje, selekcija, školovanje, usavršavanje i raspoređivanje oficira na dužnosti (šest tvrdnji). Zavisna varijabla u ovom istraživanju je procena uticaja pojedinih determinanti na uspešnost razvoja karijere oficira.

U istraživanju je korišćena deskriptivna metoda, a prikupljanje podataka je obavljeno pomoću anketiranja kao istraživačke tehnike. Anketiranje je obavljeno pomoću upitnika konstruisanog za potrebe empirijskog istraživanja. Uticaj pojedinih determinanti na razvoj karijere oficira procenjivan je na osnovu petostepene skale Likertovog tipa. Uzorak istraživanja je činilo 219 ispitanika – oficira različitih personalnih, statusnih i andragoških obeležja. Statistička obrada podataka je obuhvatala određivanje osnovnih statističkih parametara (frekvencija i procenat) i utvrđivanje strukture determinanti razvoja karijere oficira na osnovu

procene uticaja pojedinih činilaca na uspešnost razvoja karijere oficira pomoću faktorske analize. Za utvrđivanje broja značajnih faktora u analizi korišćen je Gutman-Kajzerov kriterijum jediničnog korena. Tako određeni faktori rotirani su u pravcu jednostavne strukture pomoću tzv. Varimaks kriterijuma kao analitičkog modela ortogonalne rotacije.

Rezultati i diskusija

Deskriptivnom analizom uticaja determinanti na razvoj karijere oficira biće predstavljen uticaj tri determinante (normativno-pravne pretpostavke; uticaj različitih subjekata upravljanja ljudskim resursima na razvoj karijere oficira i planiranje, selekcija, školovanje, usavršavanje i raspoređivanje oficira na dužnosti) i njima odgovarajućih 16 tvrdnji na razvoj karijere oficira.

Rezultati procene ispitanika po pitanju uticaja pojedinih tvrdnji *normativno-pravnih pretpostavki* (Tabela 1.) pokazuju da kada je reč o "Uredbi o stanjima u službi i o unapređivanju oficira, podoficira i profesionalnih vojnika i njenom uticaju na razvoj karijere oficira", svega 22% ispitanika se izjašnjava u prilog ovoj tvrdnji, a više od jedne trećine ispitanika (39,3%) smatra da pomenuta uredba ne doprinosi uspešnom razvoju karijere oficira.

Tabela 1. Uticaj normativno-pravnih pretpostavki na razvoj karijere oficira u Vojsci Republike Srbije

	Normativno-pravne pretpostavke	Uticaj na razvoj karijere oficira							
		Odgovori ispitanika							
		Da		Ne		Ne znam		Ukupno	
		F	%	F	%	F	%	F	%
1.	Uredba o stanjima u službi i unapređivanju oficira, podoficira i profesionalnih vojnika u potpunosti omogućava uslove za adekvatan razvoj karijere oficira	48	21.9	86	39.3	85	38.8	219	100
2.	Ponovno uvođenje polaganja ispita za čin majora bi unapredilo proces razvoja karijere oficira	84	38.4	65	29.7	70	32.0	219	100
3.	Normativno-pravne pretpostavke čine proces razvoja oficira u dovoljnoj meri predvidivim	68	31.1	45	20.5	106	48.4	219	100
4.	Odredbe Zakona o Vojski Srbije omogućavaju pravilan i ravnomeran razvoj karijere oficira	85	38.8	39	17.8	95	43.4	219	100
5.	Godišnji plan školovanja i obuke u Ministarstvu odbrane predstavlja najvažniji dokument u sklopu individualnog planiranja razvoja karijere oficira	72	32.9	35	16.0	112	51.1	219	100

Odgovori na pitanje "Da li normativno-pravne pretpostavke u dovoljnoj meri čine proces razvoja karijere oficira predvidivim", ukazuju na to da skoro polovina ispitanika "ne zna" da li normativno-pravne pretpostavke čine ovaj proces predvidivim (48,4%). Međutim, nešto veći procenat ispitanika se izjasnio u prilog uticaja "Odredbi Zakona o Vojski Srbije na pravilan i ravnomeran razvoj karijere oficira" skoro 40% ispitanika (38,8%) se izjasnilo u prilog ovoj tvrdnji. Oko 30% ispitanika ocenjuje da "Godišnji plan školovanja i obuke u Ministarstvu odbrane predstavlja najvažniji dokument u sklopu individualnog planiranja razvoja karijere oficira" (32,9%). Na kraju prvog dela analize rezultata deskriptivne statistike može se zaključiti da normativno-pravne pretpostavke ne obezbeđuju u značajnoj meri uspešan razvoj karijere oficira.

Uticaj pojedinih subjekata upravljanja ljudskim resursima na razvoj karijere oficira je, zbog svoje kompleksnosti, podeljen na dva dela. U prvom delu, rezultati istraživanja (Tabela 2), pokazuju da na razvoj karijere oficira najviše utiču pretpostavljene starešine (32,9%), zatim pretpostavljene komande i štabovi (31,1%), a tek onda lične želje i ambicija (26,5%). Uticaj ostalih subjekata

(Uprava za ljudske resurse GŠ VS; Uprava za kadrove MO i ostali faktori) je ispod 10 odsto (9,6%).

Tabela 2. Vrste subjekata koji imaju uticaj na razvoj karijere oficira

	Vrste subjekata	Frekvencija	Procenat	Kumulativni procenat
1.	Lične želje, rad i ambicija	58	26.5	26.5
2.	Pretpostavljeni starešina	72	32.9	59.4
3.	Pretpostavljene komande i štabovi	68	31.1	90.4
4.	Uprava za ljudske resurse (J-1) GŠ VS	4	1.8	92.2
5.	Uprava za kadrove SLJR MO	3	1.4	93.6
6.	Ostali faktori.	14	6.4	100.0
	Ukupno	219	100.0	

Uticaj ostala četiri parametra (tvrdnje) na razvoj karijere oficira (Tabela 3) pokazuje da odgovori na pitanje "Da li pripadnost određenom rodu-službi može u značajnoj meri da utiče na razvoj karijere oficira" ukazuju na to da čak 75,3% ispitanika smatra da je pripadnost rodu-službi determinišući faktor za razvoj karijere oficira. Oko 17 % njih (16,9%) smatra da to nije uticajni činilac, a oko 8 % ispitanika je neodlučno. Kada je reč o "Raspoređivanju oficira na dužnosti nakon završetka školovanja i njihovom uticaju na razvoj karijere oficira" rezultati istraživanja su pokazali da najveći procenat ispitanika smatra da je ovo vrlo značajan činilac za razvoj karijere oficira (88,1%). Zatim, ispitanicima je postavljeno pitanje: "Da li raspoređivanje oficira na dužnost nakon školovanja/ usavršavanja trebalo bi da se prvenstveno obavlja na osnovu postignutog uspeha tokom usavršavanja?" Oko 50 % ispitanika se slaže s ovom tvrdnjom, s tim da čak 40 % njih smatra da to ne bi trebalo da bude pravilo.

Tabela 3. Uticaj različitih subjekata upravljanja ljudskim resursima na razvoj karijere oficira

	<i>Uticaj različitih subjekata upravljanja ljudskim resursima na razvoj karijere oficira</i>	Uticaj na razvoj karijere oficira							
		Odgovori ispitanika							
		Da		Ne		Ne znam		Ukupno	
		F	%	F	%	F	%	F	%
1	Pripadnost određenom rodu i službi može u značajnoj meri uticati na razvoj karijere oficira	165	75.3	37	16.9	17	7.8	219	100
2	Raspoređivanje oficira po završetku školovanja/usavršavanja u značajnoj meri utiče na dalji razvoj njihove karijere	193	88.1	12	5.5	14	6.4	219	100
3	Raspoređivanje oficira na dužnost nakon završetka usavršavanja trebalo bi da se prvenstveno obavlja na osnovu postignutog uspeha tokom školovanja/usavršavanja	110	50.2	91	41.6	18	8.2	219	100
4	Socijalna mreža (grupisanje) u smislu geografskog porekla, porodičnih veza i slično u značajnoj meri utiču na razvoj karijere oficira	95	43.4	30	13.7	94	42.9	219	100
5	Uprava za kadrove SLjR MO u dovoljnoj meri obezbeđuje potrebne informacije o mogućnostima za razvoj karijere oficira.	32	14.6	135	61.6	52	23.7	219	100

Nakon sprovedene analize statističkih pokazatelja može se zaključiti da u procesu razvoja karijere oficira u različitoj meri učestvuje više subjekata, pri čemu raspoređivanje oficira nakon završetka školovanja/usavršavanja ima primarni značaj.

Deskriptivna analiza uticaja procesa planiranja, selekcije, školovanja, usavršavanja i raspoređivanja na odgovarajuće dužnosti na razvoj karijere oficira razmatrana je putem pet tvrdnji pokazuje da uspešnost razvoja karijere oficira zavisi od uspešnosti procesa planiranja, selekcije, školovanja, usavršavanja i raspoređivanja na odgovarajuće dužnosti oficira (Tabela 4.). Prvi korak u tom procesu je kvalitetni proces planiranja razvoja oficirskog kadra. Rezultati istraživanja pokazali su da oko 70 % ispitanika (71,7%) smatra da uspešan razvoj karijere oficira umnogome zavisi od kvalitetnog planiranja razvoja starešinskog kadra. Drugi korak u razvoju karijere oficira predstavlja selekcija oficirskog kadra za proces njihovog školovanja/usavršavanja. Prema rezultatima istraživanja, preko 80 % ispitanika (83,6%) smatra da pravilna selekcija oficira za upućivanje na školovanje/usavršavanje predstavlja osnovni preduslov za uspešnost u razvoju karijere oficira. U vojnoj profesiji, razvoj karijere oficira podrazumeva

horizontalno i vertikalno pomeranje u toku profesije. Kada je reč o horizontalnom pomeranju oficira, smatra se da ono obezbeđuje dodatne stručne kompetencije. Ispitanici su se u većini složili s ovom tvrdnjom (84,9%), a svega 8,2 % njih je izrazilo negativan stav po ovom pitanju.

Tabela 4. Uticaj procesa planiranja, selekcije, školovanja, savršavanja i raspoređivanja na odgovarajuće dužnosti na razvoj karijere oficira

	<i>Indikatori procesa planiranja, selekcije, školovanja, savršavanja i raspoređivanja na odgovarajuće dužnosti oficira</i>	Uticaj na razvoj karijere oficira							
		Odobori ispitanika							
		Da		Ne		Ne znam		Ukupno	
		F	%	F	%	F	%	F	%
1.	Uspešnost razvoja karijere oficira umnogome zavisi od kvalitetnog planiranja razvoja starešinskog kadra	157	71.7	25	11.4	37	16.9	219	100
2.	Pravilna selekcija oficira za upućivanje na školovanje/usavršavanja predstavlja osnovni preduslov za uspešnost u razvoju njihove karijere	183	83.6	21	9.6	15	6.8	219	100
3.	Pravilan razvoj karijere podrazumeva ne samo pomeranje oficira (u hijerarhiji VS/MO) po vertikali, već i po horizontali, čime se stiču dodatne stručne kompetencije	186	84.9	15	6.8	18	8.2	219	100
4.	U cilju pravilnog razvoja karijere, oficir bi trebao tokom radnog veka da se najmanje jednom (a poželjno i više puta) premešta iz Vojske Srbije u Ministarstvo odbrane, i obrnuto	123	56.2	57	26.0	39	17.8	219	100
5.	U toku profesionalne karijere, oficiri na najvišim dužnostima u Vojski Srbije trebalo bi da provedu izvesno vreme na odgovarajućim nivoima visokoškolskog obrazovanja u ulozi nastavnika	108	49.3	62	28.3	49	22.4	219	100

Na osnovu prezentovanih rezultata istraživanja može se zaključiti da uspešnost procesa razvoja karijere oficira u značajnoj meri zavisi od uspešnosti realizacije procesa planiranja, selekcije, školovanja, usavršavanja i raspoređivanja na odgovarajuće dužnosti.

Faktorska struktura determinanti razvoja karijere oficira ispitana je putem procena uticaja tri različite determinante i njima odgovarajućih 16 tvrdnji na profesionalni razvoj karijere oficira. Ovim postupkom utvrđuje se da li se 16 manifestnih varijabli (tvrdnji), sa stanovišta procene ispitanika mogu svesti na manji i ograničeni broj latentnih varijabli (faktora) u skladu sa odabranim kriterijumom ekstrakcije latentnih varijabli (faktora).

Faktorska analiza 16 manifestnih varijabli za koje se pretpostavilo da imaju uticaj na razvoj karijere oficira obuhvatala je određivanje ukupne objašnjene varijanse, matrice komponenata i rotirane matrice komponenata. Za određivanje broja zajedničkih komponenti (faktora) korišćen je Gutman-Kajzerov kriterijum jediničnog korena (Tabela 5.). Prema dobijenim rezultatima, uočljivo je da je šest karakterističnih korena veće od jedinice, pa su u daljem postupku faktorske analize, u skladu sa odabranim kriterijumom, zadržano šest komponenti (faktora). Ukupna varijansa koja se može objasniti pomoću ovih šest komponenti (faktora) iznosi 55,594%.

Tabela 5: Ukupna objašnjena varijansa (Total Variance Explained)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1.UREDBA	2.795	17.471	17.471	2.795	17.471	17.471	2.298	14.363	14.363
2.ISPCINMAJ	1.758	10.986	28.457	1.758	10.986	28.457	1.560	9.747	24.110
3.NORMERAZK	1.235	7.719	36.177	1.235	7.719	36.177	1.497	9.358	33.468
4.ZAKONVSRK	1.199	7.491	43.668	1.199	7.491	43.668	1.384	8.648	42.116
5.GODPLSKOL	1.158	7.236	50.904	1.158	7.236	50.904	1.274	7.964	50.079
6.FAKRAZKAR	1.006	6.291	57.194	1.006	6.291	57.194	1.138	7.115	57.194
7.PRIPRODUKAR	.960	6.003	63.197						
8.RASPRAZVOJK	.891	5.572	68.769						
RASPDUZUSPŠ	.860	5.372	74.141						
10.SOCMREZA	.804	5.028	79.169						
11.UPRAVAKADROVA	.724	4.526	83.695						
12.RAZVKARPLANIR	.688	4.302	87.996						
13.RAZVKARPSELEK	.558	3.488	91.484						
14.RASPORDUZUSPU	.502	3.137	94.622						
15.VERTHROPOMERA	.480	2.999	97.621						
16.DUZNOSTIMOVSA	.381	2.379	100.000						
Extraction Method: Principal Component Analysis									

Radi izdvajanja (ekstrakcije) komponenti (faktora) primenjena je metoda glavnih komponenti prikazana je matrica od šest komponenta manifestnih varijabli *determinati razvoja karijere oficira*. Matrica komponenta je u narednoj etapi faktorske analize rotirana u pravcu jednostavne strukture pomoću "Varimax" kriterijuma, kao analitičkog modela ortogonalne rotacije (Tabela 7.).

Na osnovu rezultata rotirane matrice komponenta (faktora), PRVI FAKTOR najviše definišu manifestne varijable koje pripadaju grupi normativno-pravnih pretpostavki, i to: "Odredbe Zakona o Vojsci Srbije omogućavaju pravilan i ravnomeran razvoj karijere oficira" (0,725); "Normativno-pravne pretpostavke čine proces razvoja oficira predvidljivim u dovoljnoj meri" (0,716); "Uredba o stanjima u službi i unapređivanju oficira, podoficira i profesionalnih vojnika" (0,660); "Godišnji plan školovanja i obuke u Ministarstvu odbrane predstavlja najvažniji dokument u sklopu individualnog planiranja razvoja karijere oficira" (0,532) i "Ponovno uvođenje polaganja ispita za čin majora bi unapredilo proces razvoja karijere oficira" (0,499). Na osnovu navedenih određenja manifestnih varijabli ovaj faktor se može definisati kao "normativno-pravne pretpostavke u vojnoj delatnosti".

Tabela 6. Rotirana matrica komponenta manifestnih varijabli determinanti razvoja karijere oficira (Rotated Component Matrix)^a

	Component					
	1	2	3	4	5	6
1.UREDBA	.660	-.105	.043	.251	-.025	-.027
2.ISPCINMAJ	.499	.013	.009	.127	.089	.013
3.NORMERAZK	.716	.157	.181	-.236	.047	-.100
4.ZAKONVSRK	.725	.130	.181	-.265	-.223	-.092
5.GODPLSKOL	.532	.066	-.040	.433	-.067	.122
6.FAKRAZKAR	.403	-.106	-.137	.051	-.633	.052
7.PRIPRODUKAR	-.033	.158	.057	.705	.008	.120
8.RASPRAZVOJK	-.030	-.050	.024	.105	.002	.866
9.RASPORDUZUSP	.054	.547	-.297	.151	.171	-.121
10.SOCMREZA	.179	-.005	-.012	.003	.871	.049
11.UPRAVAKADROVA	.234	.101	.264	.545	-.080	-.396
12.RAZVKARPLANIR	.041	.741	.098	.078	-.008	-.070

13.RAZVKARPSELEK	.030	.733	.305	.046	-.035	.138
14.VERTHORPOMERA	.077	.257	.568	-.136	-.003	.361
15.DUZNOSTIMOV	.161	.010	.587	.361	.108	-.014
16.DUZNOSTINASTAV	.051	.039	.691	.052	.018	-.097
Extraction Method: Principal Component Analysis.						
Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 8 iterations.						

Polazeći od vrednosti zasićenja manifestnih varijabli sa DRUGIM FAKTOROM (Tabela 7.), ovaj faktor najviše određuju sledeće manifestne varijable: "Uspešnost razvoja karijere oficira umnogome zavisi od kvalitetnog planiranja razvoja starešinskog kadra" (0,741); "Pravilna selekcija oficira za upućivanje na školovanje/usavršavanje predstavlja osnovni preduslov za uspešnost u razvoju njihove karijere" (0,733) i "Raspoređivanje oficira na dužnost nakon završetka školovanja/ usavršavanja trebalo bi da se prvenstveno obavlja na osnovu postignutog uspeha tokom školovanja/usavršavanja" (0,547). Na osnovu značenja ovih manifestnih varijabli, ovaj factor je određen kao "kvalitetno planiranje razvoja starešinskog kadra i pravilna selekcija za njihovo upućivanje na školovanje/usavršavanje, kao i njihovo raspoređivanje na dužnost nakon završetka školovanja/ usavršavanja na osnovu postignutog uspeha."

TREĆI FAKTOR je jednoznačnije određen i najviše ga definišu manifestne varijable koje se odnose na razvoj karijere oficirskog kadra nakon završetka školovanja/usavršavanja, a to su: "U toku profesionalne karijere, oficiri na najvišim dužnostima u Vojsci Srbije trebalo bi da provedu izvesno vreme na odgovarajućim nivoima visokoškolskog obrazovanja u ulozi nastavnika" (0,691); "U cilju pravilnog razvoja karijere, oficir bi trebao tokom radnog veka da se najmanje jednom (a poželjno 2-3 puta) premesti iz Vojske Srbije u Ministarstvo odbrane, i obrnuto" (0,587) i "Pravilan razvoj karijere oficira podrazumeva ne samo pomeranje (u hijerarhiji Vojske Srbije/Ministarstva odbrane) po vertikali, već i horizontalno, čime se omogućuje da steknu dodatne stručne kompetencije" (0,568). Na osnovu određenja manifestnih varijabli, ovaj faktor se može jednoznačno odrediti kao "neophodnost vertikalnog i horizontalnog pomeranja oficirskog kadra tokom službe; višekratno premeštanje iz VS u MO i obrnuto."

ČETVRTI FAKTOR u najvećoj meri određuju manifestne varijable koje se odnose na raspoređivanje starešinskog kadra, i to: "Pripadnost određenom rodu-službi može u značajnoj meri uticati na razvoj karijere oficira" (0,705); "Uprava za kadrove SLJR Ministarstva odbrane u dovoljnoj meri obezbeđuje potrebne

informacije o mogućnostima za razvoj karijere oficira" (0,545) i "Godišnji plan školovanja i obuke u Ministarstvu odbrane predstavlja najvažniji dokument u sklopu individualnog planiranja razvoja karijere oficira" (0,433). Značenje navedenih varijabli ukazuje na to da se ovaj faktor može definisati kao "pripadnost određenom rodu-službi i obezbeđivanje potrebnih informacija Uprave za kadrove,

Na osnovu dobijenih rezultata PETI FAKTOR je dvopolni, jer ga najviše određuju manifestne varijable koje označavaju snažan uticaj socijalne mreže na razvoj karijere oficirskog kadra, s jedne strane, i delovanje više faktora na razvoj karijere oficira, s druge strane. To su sledeće manifestne varijable: "Socijalna mreža (grupisanje) u smislu geografskog porekla, rođaćkih linija i slično u značajnom procentu utiče na razvoj karijere oficira" (0,871) i "Na razvoj karijere oficira utiču brojni subjekti" (-0,633). Ova značenja manifestnih varijabli upućuju na to da se ovaj faktor može odrediti kao "zajedničko delovanje više faktora na razvoj karijere oficira naspram uticaja socijalne mreže u njenom određivanju".

ŠESTI FAKTOR determinanti razvoja karijere oficira je takođe dvopolan, a određuju ga način raspoređivanja oficirskog kadra nakon završetka školovanja/usavršavanja i neophodnost njihovog vertikalnog i horizontalnog pomeranja u službi, s jedne strane, naspram obezbeđivanja nedovoljnih informacija Uprave za kadrove za njihov razvoj, s druge strane. Ovaj faktor određuju sledeće manifestne varijable: "Raspoređivanje oficira po završetku školovanja/ usavršavanja u značajnoj meri utiče na dalji razvoj njihove karijere" (0,866) "Pravilan razvoj karijere podrazumeva ne samo pomeranje oficira (u hijerarhiji VS/MO) po vertikali, već i po horizontali, čime se stiču dodatne stručne kompetencije" (0,361)) i "Uprava za kadrove SLjR Ministarstva odbrane u dovoljnoj meri obezbeđuje potrebne informacije o mogućnostima za razvoj karijere oficira" (-0,396). Na osnovu značenja ovih varijabli, ovaj faktor se može odrediti kao "način raspoređivanja oficira nakon školovanja i usavršavanja i njihovo vertikalno i horizontalno pomeranje u struci, naspram nedovoljne informisanosti o mogućnostima njihovog razvoja."

Zaključak

Uspešnost razvoja karijere oficira predstavlja jednu od najznačajnijih tema u oblasti ljudskog ponašanja u vojnoj organizaciji, jer od stepena uspešnosti tog procesa u velikoj meri zavisi stepen zadovoljstva oficira poslom, a samim tim nivo osposobljenosti vojnoorganizacionih jedinica.

Osnovni cilj ovog rada je bio istraživanje uticaja tri determinante i njima odgovarajućih parametara (tvrdnji) na razvoj karijere oficira. Ispitivanje je obavljeno na uzorku od 219 ispitanika, pri čemu su rezultati obrađeni primenom

deskriptivne i faktorske analize. Rezultati afktorske analize su pokazali da na razvoj karijere oficira najveći uticaj ima šest faktora "determinanti razvoja karijere oficira" i to: F1) Normativno-pravne pretpostavke u vojnoj delatnosti; F2) Kvalitetno planiranje razvoja oficirskog kadra i pravilna selekcija za njihovo upućivanje na školovanje/usavršavanje, kao i njihovo raspoređivanje na dužnost nakon završetka školovanja/ usavršavanja na osnovu postignutog uspeha; F3) Neophodnost vertikalnog i horizontalnog pomeranja oficirskog kadra tokom službe; višekratno premeštanje iz VS u MO i obrnuto; F4) Pripadnost određenom rodu-službi i obezbeđivanje potrebnih informacija Uprave za kadrove Sektora za ljudske resurse Ministarstva odbrane, pri čemu primarni značaj ima Godišnji plan školovanja i obuke u Ministarstvu odbrane; F5) Zajedničko delovanje više faktora na razvoj karijere oficira naspram uticaja socijalne mreže u njenom određivanju i F6) Način raspoređivanja oficira nakon školovanja i usavršavanja i njihovo vertikalno i horizontalno pomeranje u struci, naspram nedovoljne informisanosti o mogućnostima njihovog razvoja.

Imajući u vidu sve navedene rezultate, za dalja istraživanja preporučuje se ispitivanje uticaja ostalih determinanti na razvoj karijere oficira. Radi unapređenja upravljanja ljudskim resursima u Vojsci preporučuje se iskustveno i naučno sagledavanje svih raspoloživih mogućnosti za adekvatno planiranje ljudskih resursa i razvoj karijere svih kategorije lica u sistemu odbrane.

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DETERMINANTS OF THE CAREER DEVELOPMENT OF SERBIAN ARMY OFFICERS

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Abstract

The development of an officer's career is a very complex process and is determined by numerous factors. The main goal of the paper is to examine the influence of three groups of determinants on the career development of officers of the Serbian Armed Forces (SAF). The survey was conducted on a sample of 219 respondents in 2016 using descriptive and factor analysis (Principal Component Analysis). Descriptive analysis was performed using three groups of determinants, namely: 1) normative-legal assumptions; 2) various subjects of human resources management and 3) planning, selection, training, training and deployment of officers on duty. Factor analysis (orthogonal rotation, Gutman-Kaiser criterion) was performed on a set of 16 manifest variables. The results showed that six factors "determinants of officer career development" have the greatest influence on officer career development.

Keywords military profession, officer, career, factors, The Army of Serbia

JEL: F18

Introduction

The military profession is in many ways specific everywhere in the world. The military is unique and differs from other organizations, both in the scope of responsibility for young officers and in the number of officers who must be trained to effectively lead in leadership positions. Allen, et al., 2014) A special feature is the knowledge acquired in military schools (Wither, 2006). and they can be used only in military organization such as military sciences (Starčević, Blagojević, 2021), while in other state, social and economic systems they are applied to a lesser extent. In addition to the above, Nikolić points out that character and spirit, as well as loyalty, which especially characterizes soldiers, cannot be found on the labor market in one day and that they are created, i.e. built, developed and maintained during a long-term training process (Nikolić, 2009). A young man who chose this extremely responsible and honorable profession should

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therefore be allowed to plan his career path independently. Precisely because of this, the course of service should be predictable, with long-term and clearly defined criteria in terms of deployment, i.e. placement in formation positions - duties, training and promotion. Research conducted in the Dutch armed forces showed two dimensions of job insecurity (job loss insecurity and career insecurity). The results showed that, in particular, perceptions of career insecurity increased intentions to leave the Dutch armed forces (Eetveldt et al., 2013). In the study of motivation for work conducted by Kovačević in VS in 2020, the motivational factors were ranked according to the following 1. salary is in the first position, 2. good interpersonal relations are in the second, and 3. job security is in the third position (Kovačević, 2021).

In order to achieve an objective selection of candidates for appropriate positions the criteria through which their potential can be fully evaluated should be measurable. The basic requirement for future leaders is that they can act effectively and shape their skills in accordance with rapidly changing combat conditions. Significant research conducted in 5 countries Holland Norway Slovenia Sweden and USA deals directly with the question of what factors influence the development of good leaders in the military and seeks to clarify what the natural developmental process might entail Larsson et al 2006. In order to achieve success in various missions, the US Army is committed to selecting individuals for officer programs who will be adaptable, effective, and technically competent leaders in all domains of operations (Department of Defense [DoD], 2014). Accordingly, predictors of officer performance must be identified and scientifically combined to optimize candidate selection for US Army officer command systems Legree et al , 2014). Also, in the Serbian Armed Forces by ranking candidates based on objective and measurable criteria, with the fulfillment of the conditions for physical and health ability, as well as the fulfillment of the criteria for performing certain duties these criteria can serve proper selection and that the highest positions in the organization are performed by the best most reliable and most capable candidates. In this way the principle that the most capable candidates will be in the right place will be satisfied.

A critical review of the quality of career training in the article War on the Rocks (2018) was given by Paula Thornhill, former dean of the US National War College. She stated that the current US system of professional military education is not expedient. Building on criticism from the 2018 National Defense Strategy, which labeled the defense education establishment as "stagnant", she said the current system was not producing the kind of personnel needed to make effective strategic and command decisions Morgan - Owen (2018). One of the criteria for ranking members of the military is the success achieved and the quality and

content of the acquired knowledge, it is an integral part of the officer's career development. More important than how education is provided, is the recognition of the fact that it is necessary for the improvement of a modern military professional, and that in a time of daily uncertainty and financial austerity, it represents a benefit of investing in personnel development

In our country, within the current defense system (Nikolić, 2021), a significant segment of the reform represents the establishment criteria For development of successful career professional members in The Ministry of Defense and the Serbian Armed Forces Based on the previous analysis of the existing human resources management system as well as certain foreign experiences d we reached a model that will before of all officers, a afterwards and to the others categories personnel enable professional development which each and member to know his place within the line or service, that is, what type of career and advancement he has coming up

Within the Ministry of Defense of the Republic of Serbia, there is an organizational unit whose task is to follow analyze and implement decisions in process development career officer Activities carried out by those organizational units designed for the management of human resources professional members of the Army Serbia provides information about personal military career and make it sufficiently predictable, on the basis of which every member of the Army Serbia can he knows his current place in the defense system what is offered to him in his military career, under what conditions and in what way. Commanding and organizational the whole For management human resources monitor, organize, direct and evaluate professional members, ensure their own development and the development of the Serbian Armed Forces providing support which is reflected in: 1) setting career goals giving a professional, realistic and clear perspective that they can achieve in the unit and offering a greater number of opportunities to achieve those goals); 2) considering the career providing assistance in reviewing the goals and results of the previous career); 3) creating a career development plan providing information needed for the realization of goals) and providing career-related feedback realistic assessment of current work results and career-related potential

The professional career development of officers ensures the appropriate staff to fill the most responsible duties in the defense system. In order to plan advancement, unique ranking lists of officers are compiled by gender - services, i.e. by career type Leading an officer in the service, within the line-of-service to which the officer belongs, is, in principle, carried out finally with the rank of captain. Leadership by guidance on duty is generally carried out from the rank of

major, in one of the following types of career: command-operational; staff-functional; a career in defense planning; human resources career logistic; intelligence-security and teaching-scientific career. However in order to monitor and model the career development of officers it is necessary to provide an appropriate set of indicators that determine the possible courses of career development

Methodology research

Management career it's not only organizational process, already and individual. This one two process, organizational and individual, should be mutually aligned and connected. Organizational unit For human resources - coordinates and provides professional help managers and employees in management career (Lojic, 2009) The development of an officer's career is a very complex process and is determined by numerous factors Marcek et al. 2018 The main problem of this research is what influence certain determinants have, such as: 1) normative-legal assumptions; 2) different subjects of human resource management and 3) planning, selection, training, training and assignment of officers to the process of officer career development.

Accordingly, the general goal of this research is to examine the influence of the basic determinants on the career development of officers. In addition to the general goal, four special goals were defined to examine the impact of individual determinants on officer career development: 1) examine whether normative-legal assumptions significantly ensure the successful career development of officers; 2) to assert the influence of various subjects of human resources management on the career development of officers; 3) to assert the influence of planning, selection, training, training and deployment of officers on their career development and 4) to determine the factor structure of the influence of basic determinants on the career development of officers.

Independent variables this one research are three determinants development officers' careers, and each determinant with a certain number of statements: a) normative-legal assumptions (five statements); b) the influence of various subjects of human resources management on the career development of officers (five claims) and c) planning selection training training and deployment of officers on duty (six claims). The dependent variable in this research is the assessment of the influence of certain determinants on the success of officer career development.

Research is used by women descriptive method a collecting data is done using surveys like researchers techniques Polling is done using questionnaire constructed for the needs of empirical research The influence of individual

determinants on the career development of officers was assessed on the basis of a five-point Likert-type scale. The research sample consisted of 219 respondents - officers of various personal, status and andragogic characteristics. Statistical data processing included the determination of basic statistical parameters (frequency and percentage) and determination of the structure of the determinants of officer career development based on the assessment of the influence of individual factors on the success of officer career development using factor analysis. To determine the number of significant factors in the analysis, the Gutman-Kaiser unit root criterion was used. Factors determined in this way were rotated in the direction of a simple structure using the so-called Varimax criterion as an analytical model of orthogonal rotation.

Results and Discussion

Descriptive analysis of the influence of determinants on the career development of officers the impact of three determinants (normative-legal assumptions; the impact of various subjects of human resource management on the career development of officers and the planning selection training training and deployment of officers on duty) and their corresponding 16 claims on the career development of officers will be presented.

The results of the respondents' assessment regarding the impact of certain claims *of normative-legal assumptions* Table 1 show that when it comes to the "Regulation on the conditions in the service and the promotion of officers, non-commissioned officers and professional soldiers and its impact on the career development of officers" only 22 % of respondents support this statement, and more than one third of respondents (39.3%) believe that the aforementioned regulation does not contribute to the successful development of the officer's career.

Table 1. The influence of normative-legal assumptions on the career development of officers in the Army of the Republic of Serbia

	Normative-legal assumptions	Influence on the career development of officers							
		Approval of the respondent							
		Yes		Not		I do not know		In total	
		F	%	F	%	F	%	F	%
1.	Regulation about states in service would and improvement officers non-commissioned officers and professional soldiers in completely allows conditions For adequate	48	21.9	86	39.3	85	38.8	219	100

	development career officer								
2.	Again introduction laying exam for the act major would be advanced process development career officer	84	38.4	65	29. 7	70	32. 0	219	100
3.	Normative legal assumptions are made process development officer in enough measure predictable	68	31.1	45	20. 5	10 6	48. 4	219	100
4.	Provisions of the Law about Armies Serbia enable correct and even development career officer	85	38.8	39	17. 8	95	43. 4	219	100
5.	Annual school plan and training in to the Ministry defense represents the most important document in as part of individual planning development career officer	72	32.9	35	16. 0	11 2	51. 1	219	100

The answers to the question "Do normative-legal assumptions sufficiently make the process of officer career development predictable" *indicate* that almost half of the respondents "don't know" whether normative-legal assumptions make this process predictable (48.4 %). However, a slightly higher percentage of respondents supported the impact of the "Provisions of the Law on the Serbian Armed Forces on the proper and balanced career development of officers", almost 40 % of respondents (38.8%) supported this statement. About 30 % of respondents estimate that the "Annual education and training plan in the Ministry of Defense is the most important document in the individual planning of officer's career development" (32.9%). On the the end the first works analysis results descriptive statistics can se to conclude normative - legal assumptions not security in significant measures successful development career officer

The influence of individual subjects of human resources management on the career development of officers is, due to its complexity, divided into two parts. In the first part, the results of the research *Table 2* show that the career development of officers is most influenced by superiors (32.9%), then by superior commands and staffs (31.1%), and only then by personal desires and ambitions (26, 5%). The influence of other entities (Human Resources Administration of the Ministry of Defense of the Armed Forces of the Republic of Croatia; Personnel Administration of the Ministry of Defense and other factors) is below 10 percent (9.6%).

Table 2. Types of subjects that have an influence on the career development of officers

	Types of subjects	Frequency	Percentage	Cumulative percentage
1.	Personal desires, work and ambition	58	26.5	26.5
2.	Superior Elder	72	32.9	59.4
3.	Superior Commands and Staffs	68	31.1	90.4
4.	Administration for Human Resources (J-1) GŠ VS	4	1.8	92.2
5.	Directorate for personnel of SLjR MO	3	1.4	93.6
6.	Other factors.	14	6.4	100.0
	In total	219	100.0	

The influence of the other four parameters (assertions) on the career development of officers (Table 3) shows that the answers to the question "Can belonging to a certain gender-service significantly influence the career development of officers" indicate that as many as 75.3 % of the respondents believes that belonging to the gender-service is a determining factor for the development of an officer's career. About 17 % of them (16.9%) think that it is not an influential factor, and approx 8 % of respondents are undecided. When it comes to "Deployment of officers on duty after graduation and their impact on officers ' career development", the research results showed that the largest percentage of respondents believe that this is a very significant factor for officer career development (88.1%). Then, the respondents were asked the question: "Should the deployment of officers to duty after schooling/training be primarily done on the basis of the success achieved during training? " they believe that this should not be the rule.

Table 3. Impact different subjects management human resources on the career development of officers

	<i>Influence different subjects management human resources on the development career officer</i>	Influence on the career development of officers							
		Approval of the respondent							
		Yes		Not		I do not know		In total	
		F	%	F	%	F	%	F	%
1	Belonging certain gender and service would can in significant measures to influence on the development career officer	165	75.3	37	16.9	17	7.8	219	100

2	Deployment officer as per completion of initial education / training in significant measures influence on the further development theirs career	193	88.1	12	5.5	14	6.4	219	100
3	Assignment of officers to duty after completion of training should be primarily done on the basis of success achieved during training/training	110	50.2	91	41.6	18	8.2	219	100
4	Social network grouping in meaning geographical origin family ties and Similarly in significant measures affect on the development career officer	95	43.4	30	13.7	94	42.9	219	100
5	Administration For personnel SLJR MO in sufficient measures provides needed information about I can do it For development career officer	32	14.6	135	61.6	52	23.7	219	100

After the analysis of statistical indicators, it can be concluded that in the process of career development of officers, several subjects participate to varying degrees, whereby the assignment of officers after the completion of education/training is of primary importance.

Descriptive analysis of the impact of the process of planning, selection, training, training and assignment to appropriate duties on the career development of officers was considered through five statements. shows that the success of an officer's career development depends on the success of the process of planning, selection, training, training, and assignment to appropriate officer duties Table 4). The first step in that process is the quality process of planning the development of the officer cadre. Results research showed are about 70% of respondents (71.7%) think successful development career officer a lot depends on the quality planning development old railway staff The second step in development career officer represents selection officer's frame For process their education / training According to results research over 80% of respondents (83.6% believe correct selection officer For guidance education / training represents basic prerequisite For success in development career officers In the military profession, the development of an officer's career implies horizontal and vertical movement in the course of the profession. When it comes to the horizontal movement of officers, it is considered to provide additional professional competences. Most of the respondents agreed with this statement (84.9%), and only 8.2 % of them expressed a negative attitude on this issue.

Table 4. The impact of the process of planning, selection, training, training and assignment to appropriate duties on the career development of officers

	<i>Indicators of the process of planning, selection, training, training and assignment to the appropriate duties of officers</i>	Influence on the career development of officers							
		Approval of the respondent							
		Yes		Not		I do not know		In total	
		F	%	F	%	F	%	F	%
1.	The success of the officer's career development largely depends on the quality planning of the development of the senior staff	157	71.7	25	11.4	37	16.9	219	100
2.	Proper selection of officers for referral to training/training is a basic prerequisite for success in their career development	183	83.6	21	9.6	15	6.8	219	100
3.	Proper career development implies not only moving officers (in the hierarchy of the Armed Forces/MoD) vertically, but also horizontally, thereby acquiring additional professional competencies	186	84.9	15	6.8	18	8.2	219	100
4.	In order to properly develop his career, an officer should be transferred at least once (and preferably several times) from the Serbian Army to the Ministry of Defense during his working life, and vice versa.	123	56.2	57	26.0	39	17.8	219	100
5.	In the course of their professional career, officers in the highest positions in the Serbian Armed Forces should spend some time at the appropriate levels of higher education in the role of teachers.	108	49.3	62	28.3	49	22.4	219	100

Based on the presented research results, it can be concluded that the success of the officer's career development process depends to a significant extent on the success of the implementation of the planning, selection, training, training and assignment to appropriate duties.

The factor structure of the determinants of officers' career development was examined by assessing the influence of three different determinants and their corresponding 16 statements on the professional career development of officers. This procedure determines whether the 16 manifest variables (statements) can be reduced to a smaller and limited number of latent variables from the point of view of the respondents. variables (factors) in accordance with the chosen criterion for the extraction of latent variables (factors).

Factor analysis of 16 manifest variables assumed to have an impact on officer career development included determination of total explained variance,

component matrix and rotated component matrix. The Gutman-Kaiser unit root criterion was used to determine the number of common components (factors) (Table 5). According to the obtained results, it is noticeable that six characteristic roots are greater than unity, so in the further process of factor analysis, in accordance with the selected criteria, six components (factors) were retained. The total variance that can be explained by these six components and (factors) amounts to 55.594%.

Table 5: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1. REGULATION	2,795	17,471	17,471	2,795	17,471	17,471	2,298	14,363	14,363
2. EXERCISE	1.758	10,986	28,457	1.758	10,986	28,457	1,560	9,747	24,110
3. NORMERASK	1,235	7,719	36,177	1,235	7,719	36,177	1,497	9,358	33,468
4. ZAKONVSRK	1,199	7,491	43,668	1,199	7,491	43,668	1,384	8,648	42,116
5. GODPLSCHOOL	1.158	7,236	50,904	1.158	7,236	50,904	1,274	7,964	50,079
6. FAKRAZKAR	1.006	6,291	57,194	1.006	6,291	57,194	1.138	7.115	57,194
7. SUPPLIER	.960	6.003	63.197						
8. DEVELOPMENT	.891	5,572	68,769						
DISTRIBUTION	.860	5,372	74.141						
10. SOCNET	.804	5,028	79,169						
11. PERSONNEL MANAGEMENT	.724	4,526	83,695						
12. RAZVCARPLANIR	.688	4.302	87,996						
13. RAZVKARPSELEK	.558	3,488	91,484						
14. CONTINUATION SCHEDULE	.502	3.137	94,622						
15. VERTHROPOMERA	.480	2,999	97,621						
16. DUZNOSTIMOV	.381	2,379	100,000						
Extraction Method: Principal Component Analysis									

determining the career development of officers was presented Matrix of components was rotated in the next stage of factor analysis in the direction of a simple structure using the "Varimax" criterion, as an analytical model of orthogonal rotation (Table 7).

Based on the results of the rotated matrix of components (factors), the FIRST FACTOR is most defined by the manifest variables that belong to the group of normative-legal assumptions, namely: "The provisions of the Law on the Serbian Armed Forces enable proper and even career development of officers" (0.725); " Normative-legal assumptions make the process of officer development sufficiently predictable" (0.716); "Decree on service conditions and promotion of officers, non-commissioned officers and professional soldiers" (0.660); " Years " school plan and training in to the Ministry defense represents the most important document in as part of individual planning development career officers" (0.532) and " Re-introducing the exam for the rank of major would improve the career development process of officers" (0.499). Based on the stated determination of the manifest variables, this factor can be defined as "normative-legal assumptions in military activity".

Table 6. Rotated component matrix of the manifest variables of the determinants of officer career development (Rotated Component Matrix) ^{and}

	Component					
	1	2	3	4	5	6
1. REGULATION	.660	-.105	.043	.251	-.025	-.027
2. EXERCISE	.499	.013	.009	.127	.089	.013
3. NORMERASK	.716	.157	.181	-.236	.047	-.100
4. ZAKONVSRK	.725	.130	.181	-.265	-.223	-.092
5. GODPLSCHOOL	.532	.066	-.040	.433	-.067	.122
6. FAKRAZKAR	.403	-.106	-.137	.051	-.633	.052
7. SUPPLIER	-.033	.158	.057	.705	.008	.120
8. DEVELOPMENT	-.030	-.050	.024	.105	.002	.866
9. SCHEDULE OF SUSP	.054	.547	-.297	.151	.171	-.121
10. SOCNET	.179	-.005	-.012	.003	.871	.049
11. PERSONNEL MANAGEMENT	.234	.101	.264	.545	-.080	-.396

12. RAZVCARPLANIR	.041	.741	.098	.078	-.008	-.070
13. RAZVKARPSELEK	.030	.733	.305	.046	-.035	.138
14. VERTHORPOMERA	.077	.257	.568	-.136	-.003	.361
15. DUZNOSTIMOV	.161	.010	.587	.361	.108	-.014
16. DUTIES OF TEACHING	.051	.039	.691	.052	.018	-.097
Extraction Method: Principal Component Analysis.						
Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 8 iterations.						

Starting from the value of the saturation of the manifest variables with the SECOND FACTOR (Table 7), this factor is mostly determined by the following manifest variables: "The success of officer career development depends a lot on the quality planning of senior staff development" (0.741); "Proper selection of officers for referral to training/training is a basic prerequisite for success in their career development" (0.733) and "Assignment of officers to duty after completion of training/training should primarily be done on the basis of success achieved during training/ improvement" (0.547). Based on the meaning of these manifest variables, this factor is determined as "quality planning of the development of senior personnel and proper selection for sending them to schooling/training, as well as their assignment to duty after the completion of schooling/training based on the achieved success."

THE THIRD FACTOR is more unambiguously determined and most defined by the manifest variables related to the development of the career of officers after completing education/training, namely: "During their professional career, officers in the highest positions in the Serbian Armed Forces should spend some time at appropriate levels of higher education in the role of a teacher" (0.691); "For the purpose of proper career development, an officer should transfer at least once (and preferably 2-3 times) from the Serbian Armed Forces to the Ministry of Defense, and vice versa" (0.587) and "Proper career development of an officer implies not only moving (in the hierarchy of the Serbian Armed Forces/Ministry of Defense) vertically, but also horizontally, which enables them to acquire additional professional competences" (0.568). Based on the determination of the manifest variables, this factor can be unambiguously defined as "the necessity of vertical and horizontal movement of the officer cadre during the service; multiple transfers from the Armed Forces to the MoD and vice versa."

FOURTH AND FACTOR to the greatest extent determine the manifest variables related to the deployment of senior personnel, namely: "Belonging to a certain gender-service can significantly influence the development of an officer's career" (0.705); "The Directorate for Personnel of the Ministry of Defense of the Ministry of Defense sufficiently provides the necessary information on the opportunities for career development of officers" (0.545) and "Annual school plan and training in to the Ministry defense represents the most important document in as part of individual planning development career officers" (0.433) The meaning of the mentioned variables indicates that this factor can be defined as "belonging to a certain gender-service and providing the necessary information to the Personnel Administration,

Based on the obtained results, the FIFTH FACTOR is two-sided, because it is mostly determined by the manifest variables that indicate the strong influence of the social network on the career development of the officer cadre, on the one hand, and the action of several factors on the level of the officer's career, on the other hand. These are the following manifest variables: "The social network (grouping) in terms of geographical origin, family lines and the like has a significant influence on the career development of officers" (0.871) and "The development of an officer's career is influenced by numerous subjects" (-0.633) These values of the manifest variables indicate that this factor can be defined as "the joint action of several factors on the development of an officer's career versus the influence of the social network in its determination".

The SIXTH FACTOR determining the career development of officers is also two-sided, and it is determined by the method of deployment of officer personnel after the completion of education/training and the necessity of their vertical and horizontal movement in the service, on the one hand, against the provision of insufficient information by the Personnel Administration for their development, on the other hand This factor is determined by the following manifest variables: "The deployment of officers upon completion of education/training significantly affects the further development of their career" (0.866) "Proper career development implies not only moving officers (in the hierarchy of the Armed Forces/MoD) vertically, but also horizontally, which they acquire additional professional competences" (0.361)) and the 'Manpower Administration of the SLjR of the Ministry of Defense sufficiently provides the necessary information on opportunities for career development of officers' (-0.396). Based on the meaning of these variables, this factor can be determined as "the way of deploying officers after education and training and their vertical and horizontal movement in the profession, against insufficient information about the possibilities of their development."

Conclusion

Success development career officer represents one from the the most significant the theme in areas human behavior in military organization because from the degree success that process in big measures depends degree pleasures officer by work a alone the team level skills military organizations unit

Basic the goal this one work is was research influence three determinants and to them I will answer them parameters claims on development career officer The survey was conducted on a sample of 219 respondents, and the results were processed using descriptive and factor analysis. The results of the factor analysis showed that six factors "determinants of officer career development" have the greatest influence on officer career development, namely: F1) Normative-legal assumptions in military activity; F2) Quality planning of the development of officer staff and proper selection for sending them to schooling/training, as well as their assignment to duty after the completion of schooling/training based on the achieved success; F3) Necessity of vertical and horizontal movement of officer staff during service; multiple transfers from the Armed Forces to the Ministry of Defense and vice versa; F4) Belonging to a certain gender-service and providing the necessary information from the Personnel Administration of the Human Resources Sector of the Ministry of Defense with the primary importance being the Annual Education and Training Plan in the Ministry of Defense; F5) The joint action of several factors on the development of an officer's career versus the influence of the social network in determining it and F6) The manner of deployment of officers after schooling and training and their vertical and horizontal movement in the profession, versus insufficient information about the possibilities of their development.

Bearing in mind all the above results, for further research it is recommended to examine the influence of other determinants on the career development of officers. In order to improve the management of human resources in the Army, it is recommended to take an experiential and scientific view of all available opportunities for adequate planning of human resources and career development of all categories of persons in the defense system.

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